Red River Regional Dispatch Center

COMMUNICATIONS TRAINING MANUAL

INTRODUCTION

You are now entering a period as a probationary operator/employee. You are assigned to the Communications Center and will receive your training under the direct supervision of a Communication Training Operator (CTO).

Your CTO has been chosen for his/her abilities to perform the job in a professional and efficient manner as well as for their ability to impart this necessary knowledge to you. CTO's receive training in this area and are monitored by the Communications Supervisor.

Training of Communications Operators has been evolving over the years. Initially, new operators were given a short period of on-the-job training, which at one time was an effective manner of teaching, dispatching techniques. However, because of the technological changes in the area of Communications, it is no longer a viable method of training. Communications Operators are no longer merely dispatchers; the job now entails a great deal more.

This training program should enable you, the probationary operator, to reach an acceptable level of performance in the given time span, providing you make an effort matching that of your CTO.

Success depends on **ATTITUDE** and one's **WILLINGNESS** to perform the job. The training is time consuming and demanding, for you and your CTO, but the end result will be well worth the effort. You will be expected to learn, participate and **TAKE NOTES**.

It shall be the responsibility of the probationary operator, while on duty, to possess and maintain this Training Manual at all times during his/her training period.

It shall be the responsibility of the employee to solicit further clarification from his/her CTO on any materials or procedures contained herein at any time he or she has need for such clarification. Your success in the critical position of Communication Operator is dependent upon your ability to retain and utilize the training offered. Any suggestions or ideas directed toward improvement of the formalized training process should be brought to our attention.

TRAINING STRUCTURE

Your training will consist of an Orientation period and three phases. Each is designed to provide the following:
1. A systematic approach to training.
2. Consistent and standardized training.
3. The means of insuring your capability in performing the skills or tasks necessary for assuming full duty responsibilities of the position.
4. The opportunity to train with various trainers thereby receiving diverse techniques while operating within standardized guidelines.

Each is divided into tasks. These tasks have been identified as basic skills necessary for a competent Communications Operator. These tasks are outlined in the Training Manual.

LENGTH OF TRAINING

The Orientation period is **two week** in a classroom setting. You will learn some of the basics: the department structure, communications duties, geography, and computer operation

Phase One is learning call taking for a total of **five weeks**. You will get experience one both the day shift and evening shift, working 3 weeks with one CTO and 2 weeks with another for structured on the job training. In Phase One you will learn more of the basics: communication equipment, department forms, manuals/books and supplemental information, call types, appropriate line of questioning, the ND state teletype systems and NCIC. The first day will be "Limbo" day. You will not be given a scored DOR on any "Limbo" day.

At the end of Phase One, you will be assigned to another CTO/s. Phase Two is divided into 2 parts for a total of **seven weeks**.   The first day will be a "Limbo" day. Scored DORs will begin on the second day. This is done so that you may become acquainted with your new CTO and familiar with his/her style. During Phase Two, the tasks are progressively more difficult and advanced. You will learn how to dispatch for the Fargo Fire Department, Cass County Sheriff's Department, and West Fargo Police and Fire Dispatching, MN Portals, NIMS Training, as well as performing the duties of the Call Taker Position.

In between these Phases you will be on your own for at least 3 weeks working one of the 3 consoles you have been trained on. This Phase is called the Professional Development Phase (PDP). This will give you to opportunity to gain confidence in and practice your call taking and dispatching skills before moving on to the last Phase.

Phase Three will be **four weeks** of training on Fargo Police Channel 1 and **three weeks** of training on Moorhead / Clay County radios. It will be a time of advanced learning of the Law Enforcement Dispatch Positions. The first day will be a "Limbo" day.

CERTIFICATIONS

Additional training provided by Regional Dispatch includes but is not limited to the following:
CPR
- Recertification every 2 years
EMD
- Attend a 24 hour class, obtain certification
- Recertification every 2 years by taking a 50 question recertification exam and submitting a minimum of 24 CDE hours.
NCIC
- Attend class taught by NCIC Training, take exam
- Recertification every 2 years.
NIMS
- IS-00100   Introduction to the Incident Command System, ICS-100
- IS-00100.LEb   Introduction to the Incident Command System, ICS-100 for Law Enforcement

- IS-00700   National Incident Management System (NIMS), An Introduction

EXTENSION POLICY

The length of training is approximately **22 weeks**; however, there is an extension policy that you should know about. At the end of each phase, if you have not attained an ACCEPTABLE LEVEL (4) performance <u>in all observed areas</u>, your training can be extended by the Communications Supervisor, under the following circumstances:
1. There is a specific, identifiable problem.
2. During previous weeks you have shown progress in the problem area.
3. There is a specific remedial training plan to correct the problem and it is reasonable to believe that remedial training can correct the problem.

The Communications Supervisor will fill out the top portion of the Training Extension form at the beginning of each phase of training. The Communications Training Officer assigned to you will complete the form during the last week of training and attach a specific remedial training plan if an extension is recommended. If no extension is necessary the CTO will note that and return it to the Communications Supervisor.

A probationary operator who is granted an extension will be assigned to a shift and CTO that would best accomplish the goal of the extension. The length of the extension shall be no longer then 2 weeks in duration. You should consider an extension, if it occurs, as being placed on hold for more training time and not as a reprimand. If assigned a different CTO, DOR's will be completed beginning on day 2 of the extenuation.

TERMINATION PROCESS

The Red River Regional Dispatch Center Director has the authority to terminate any probationary operator who has consistently failed to perform at an acceptable level or above and has failed to respond or has shown no improvement after all assistance and remedial training has been completed. Termination for "failing to meet the minimum acceptable level of performance" will be under the following guidelines:

1.   If after all evaluations, the probationary operator has failed to perform at an acceptable level or above and has not responded to the assistance and remedial training given, upon the recommendation and consensus of the communications supervisor and the CTO's, a written recommendation to terminate will be forwarded to the Red River Regional Dispatch Center Assistant Director .

2.   The recommendation shall include the positive and negative aspects of the probationary operators performance and the reason for the recommendation. The report should include copies of the training extension form(s) indicating the amount of assistance and remedial training and length of extension given the trainee in the areas in which he or she failed to respond or showed no improvement.

3.   After review by the Assistant Director, the probationary operator will be shown the documentation by the communications supervisor and the probationary operator shall sign the document or another form indicating that he or she has seen it. The trainee will also have the right to speak on his or her own behalf to anyone in the chain of command.

4.   A probationary operator shall have the right to resign before any termination notice is given. The employee's file shall be confidential and can only be reviewed on a "need to know" basis and only with the approval of the Assistant Director or Director.

COMMUNICATIONS TRAINING TASKS/GUIDES

As previously mentioned, there are numerous identifiable tasks that you must be able to accomplish and information that you must know in order to perform competently as a Communication Operator. It is the CTO's job to help you develop the skill to master these tasks. To assist the CTO in completing this responsibility, a task list is included in each phase section in this manual.

The Training Manual shall be kept in your possession during your training period and brought to work each day. It will serve as the CTOs guide to what shall be taught and will serve you as a reference to those tasks that must be learned. A certain number of tasks are identified for your accomplishment within each phase. The responsibility for signing off each of these tasks remains with your CTO. As you accomplish each task, he or she will sign your manual, thereby showing you are competent. Successful completion of the training program will not be accomplished until each of these tasks is signed off. At the completion of training the training manual will be turned into the Communications Supervisor.

Each task has signature blocks at the side. Within those block are sections labeled "Discussed / Demonstrated", "Accomplished / C.T.O. Initials", "Accomplished C.T.O. Initials", and "Acknowledged / Probationary Operators Initials".   Their use is as follows:

Discussed / Demonstrated The aim of the program is to develop the probationary operators competency. There are, however, instances when actual task accomplishments cannot be achieved due to a lack of opportunity. An example might be a tornado warning for the city of Fargo, or a hazardous material spill. In training you may never have an opportunity to accomplish the task, but a complete discussion of the task will be held. The CTO, when satisfied that the probationary operator understands the material, would then place his/her initials in the appropriate block.

Another method of training is demonstration; this refers to the CTO actually showing the probationary operator the desired method to accomplish the task. An example might be the Fargo Fire Department radio test or proper reading back of a 10-28 over the air. In this case, the probationary operator and the CTO will practice and/or simulate the task and repeat it until an appropriate skills level is shown.

Accomplished / C.T.O. Initials   This indicates the probationary operator was able to complete the task without assistance from the CTO. When the probationary operator has accomplished the necessary task on several occasions and can repeat this level of accomplishment upon request at any time, the CTO will initial this box for that particular task. There are two blocks for **Accomplished / C.T.O. Initials**.   This gives more than one CTO the opportunity to witness accomplishment in a particular task.

Acknowledged / Probationary Operators Initials The probationary operators initial this box indicating that this particular task has been discussed/demonstrated.

STANDARDIZED EVALUATION GUIDELINES

You have been given a set of standardized evaluation guidelines as part of this manual. These guidelines are very important as they are the standards by which you will be evaluated. You will not be compared to senior operators nor will you be compared to your peers. These guidelines have been developed to ensure that trainers use the same standards when evaluating all trainees. The guidelines conform to the Daily Observation Report (DOR) which is a form that will be used to record your performance daily. The DOR has 30 categories listed on it covering the general areas of appearance, attitudes, knowledge, performance and relationships. Each of the 30 categories contains three evaluation standards which are explained in behavioral or performance terms.

1. The first description is that of an unacceptable example pertaining to the particular category. This is noted numerically as a "1" on the DOR.
2. The second description is that of an acceptable example of the same category. This is noted as a "4" on the DOR.
3. The third description is that of a superior example and is noted as a "7" on the DOR.

Evaluation by these standards ensures fair and equal evaluations of your performance by the various CTOs. You should become familiar with the standardized guidelines so you know what is expected of you during the training period.

STANDARDIZED EVALUATION GUIDELINES

The following 1, 4, and 7 scale value definitions are to be used when rating a probationary operator's behavior in each of the performance categories. It is through the use of these guidelines that program standardization and rating consistency is achieved.

Appearance
1. **General Appearance:** Evaluates physical appearance, dress, and demeanor.
    1. **Unacceptable:** Dirty shoes, wrinkled clothing. Hair ungroomed, offensive body/breath odor.
    4. **Acceptable:** Clothing/hair neat and clean.
    7. **Superior:** Clothing is neat, clean, and tailored; shoes are shined. Displays a professional appearance.

Attitude
2. **Acceptance of Feedback - CTO Program:** Evaluates the way the probationary operator accepts CTO's criticism & how that feedback is used to further the learning process & improve performance.
    1. **Unacceptable:** Rationalizes mistakes, denies that errors were made, is argumentative, refuses to, or does not attempt to make corrections. Considers criticism as personal attack.
    4. **Acceptable:** Accepts criticism in a positive manner and applies it to improve performance and further learning.
    7. **Superior:** Actively solicits criticism and feedback in order to further learning and improve performance. Does not argue or blame others for errors.

3. **Attitude toward Telecommunications Work:** Evaluates how the probationary operator views the career in terms of personal motivation, goals, and acceptance of the responsibilities of the job.
    1. **Unacceptable:** Sees career only as a job, used the job to boost ego. Demonstrates little dedication to the principles of public safety work.
    4. **Acceptable:** Demonstrates an active interest in the new career and in public safety telecommunications responsibilities.
    7. **Superior:** Utilizes off-duty time to further professional knowledge, actively soliciting assistance from others to increase knowledge and improve skills. Demonstrates true concern for callers, and maintains high ideals in terms of professional responsibilities.

Knowledge
4. **Policies and Procedures:** Evaluates the probationary operator's knowledge of departmental procedures and the ability to apply this knowledge under actual conditions.
    1. **Unacceptable:** Fails to display knowledge of Department policies, regulations or procedures, or violates same.
    4. **Acceptable:** Familiar with most commonly applied Department policies, regulations or procedures, and complies with same.
    7. **Superior:** Has an excellent working knowledge of Department policies, regulations or procedures, including those that are lesser known and seldom used.

STANDARDIZED EVALUATION GUIDELINES

5. **Geography / Sectors/Beats:** Evaluates the probationary operator's ability to read a map, interpret directions, and relay map information to concerned parties. Also evaluates the overall orientation to the geographic area.
    1. **Unacceptable:** Has little or no working knowledge of the geographic area served by the agency. Cannot orient places and directions on the map. Cannot properly interpret features indicated on a map.
    4. **Acceptable:** Has a working knowledge of the geographic area, and can orient places and directions on a map. Able to interpret a street map including the type of roadway and other indicated features.
    7. **Superior:** Has an intimate knowledge of the geographic area served by the agency. Can orient most locations according to landmarks, cross streets, or by house number. Can read and interpret all features indicated on a map.

6. **Radio Codes / Commonly Used Terms:** Evaluates the probationary operator's knowledge of Radio Codes, Commonly used Terms, and ability to apply these codes in the work environment
    1. **Unacceptable:** Misinterprets or misuses most often used codes/terms. Fails to use codes/terms appropriate to the situation.
    4. **Acceptable:** Knows and recognizes commonly used codes/terms. Interprets and/or uses codes and terms accurately and properly relates them to the situation at hand.
    7. **Superior:** Quickly and accurately interprets all codes and properly applies them in all situations.

7. **Retention:** Evaluates the probationary operator's ability to recall previous events, situations, and instructions.
    1. **Unacceptable:** Has poor memory recall of previous events, situations, and instructions.
    4. **Acceptable:** Recalls previous events, situations, and instructions.
    7. **Superior:** Has detailed recall of previous events, situations, and instructions.

Computer Aided Dispatch
8. **Motor Response / Manipulative Skills:** Evaluates the probationary operator's ability to accurately and efficiently operate the dispatch computer.
    1. **Unacceptable:** Cannot listen and type, or talk and type at the same time. Lacks necessary eye/hand or ear/hand coordination to operate the dispatch computer with necessary accuracy and speed.
    4. **Acceptable:** Demonstrates appropriate familiarization, speed and accuracy in operating the dispatch computer.
    7. **Superior:** Can type and listen and/or type and talk at the same time. Demonstrates exceptional coordination, speed and accuracy on the dispatch computer.

STANDARDIZED EVALUATION GUIDELINES

9. **Computer Organization / Input/Output:** Evaluates the probationary operator's knowledge of the dispatch computer and ability to apply that knowledge in the work environment.
    1. **Unacceptable:** Unable to determine proper screen, format or sequence to complete task. Unable to properly enter or retrieve information.
    4. **Acceptable:** Understands and has good working knowledge of commonly used screens and formats. Accurately and appropriately enters necessary information to complete task. Utilizes all environments efficiently.
    7. **Superior:** Rapidly completes appropriate screen and/or format with high degree of accuracy to complete all tasks. Easily utilizes all environments to best advantage.

State Information Net/NCIC
10. **Motor Response / Manipulative Skills:** Evaluates the probationary operator's ability to accurately and efficiently operate the State Information Net/NCIC computer.
    1. **Unacceptable:** Not able to listen and type, or talk and type at the same time. Lacks necessary eye/hand or ear/hand coordination to operate the State Information Net/NCIC computer with necessary accuracy and speed.
    4. **Acceptable:** Demonstrates appropriate familiarization, speed and accuracy in operating the State Information Net/NCIC computer.
    7. **Superior:** Can type and listen or type and talk at the same time. Demonstrates exceptional coordination, speed and accuracy on the State Information Net/NCIC computer.

11. **Computer Organization / Input/Output:** Evaluates the probationary operator's knowledge of the State Information Net/NCIC computer and ability to apply that knowledge in the work environment.
    1. **Unacceptable:** Unable to determine proper State Information Net/NCIC screen, format or sequence to complete task even with the use of aids. Unable to properly enter or retrieve information. Misreads or misinterprets responses.
    4. **Acceptable:** Understands and has good working knowledge of basic State Information Net/NCIC screens and formats. Accurately enters necessary information to complete task. Correctly reads and interprets information.
    7. **Superior:** Excellent working knowledge of all State Information Net/NCIC screens and/or format with high degree of accuracy to complete all tasks. Accurately interprets all information.

STANDARDIZED EVALUATION GUIDELINES

Telephones
12. **Mechanics of Telephone:** Evaluates the probationary operator's knowledge of the Center's telephones and ability to apply that knowledge in the work environment.
1. **Unacceptable:** Unable to distinguish rings or lights on different phone lines. Cannot distinguish if call is coming in or on hold. Repeatedly disconnects calls; cannot transfer calls.
4. **Acceptable:** Knows different rings and functions of telephone. Properly answers and transfers calls
7. **Superior:** Has an excellent working knowledge of the radio, telephone or seeks new knowledge and understanding, and correctly diagnoses problems with the system(s).

13. **Motor Response/Manipulative Skills:** Evaluates the probationary operator's ability to accurately and efficiently operate the Center's telephones.
1. **Unacceptable:** Lacks necessary eye/hand or ear/hand coordination to operate the Communication Center telephones with necessary accuracy and speed.
4. **Acceptable:** Demonstrates appropriate familiarization, speed and accuracy in operating the Communication Center telephones.
7. **Superior:** Demonstrates exceptional coordination, speed and accuracy in operating the Communication Center telephones.

14. **Listening / Comprehension:** Evaluates the probationary operator's ability to listen and understand information that is being provided by the caller.
1. **Unacceptable:** Fails to listen to callers words. Does not understand what the caller means and fails to make any clarification. Frequently calls on others to help or take over the call.
4. **Acceptable:** Listens and attempts to understand the caller, usually asks for clarification. Tries to see the situation from the caller's perspective. Will call on others to assist when needed.
7. **Superior:** Rarely requests others to assist even with difficult callers. Views the situation from the caller's perspective. Always asks for clarification when necessary.

15. **Control Situation Voice Command:** Evaluates the probationary operator's ability to gain and maintain control of situations through verbal instructions.
1. **Unacceptable:** Speaks too softly or timidly, speaks too loudly, confuses or angers listeners by what is said or how it is said. Fails to use voice qualities appropriately, or speaks when inappropriate. Is unable to keep caller focused. Lets the caller ramble without direction.
4. **Acceptable:** Speaks with authority and confidence in a calm, clear voice. Properly chooses words, and has the knowledge of when and how to use them. Keeps the caller focused and avoids letting the caller ramble on. Avoids defensive statements.
7. **Superior:** Completely controls with voice tone, word choice, inflection. Restores order in even the most trying situations through use of voice. Always keeps caller focused and provides them with direction. Never becomes or uses defensive statements.

STANDARDIZED EVALUATION GUIDELINES

16. **Collection of Information:** Evaluates the probationary operator's ability to obtain pertinent information from callers.
    1. **Unacceptable:** Does not ask questions to solicit information, or asks improper questions. Does not use accepted techniques to calm hysterical callers. Engages in unnecessary questioning or conversation.
    4. **Acceptable:** Usually obtains necessary information in a minimum period of time, with little superfluous questioning. Uses accepted techniques to calm hysterical callers. Solicits missing information as needed.
    7. **Superior:** Consistently obtains pertinent information in a minimum period of time, using sequential method of questioning and recording. Actively listens to obtain information without repeating questions. Skillfully calms hysterical callers.

17. **Problem Solving/Decision Making:** Evaluates the probationary operator in terms of ability to perceive, form valid conclusions, arrive at sound judgments, and make proper decisions.
    1. **Unacceptable:** Acts without thought or good reason. Is indecisive, naive. Is unable to reason through a problem and come to a conclusion. Cannot recall a previous solution and apply it to a new problem.
    4. **Acceptable:** Able to reason through a problem and come to an acceptable solution based on information available. Perceives situations as they really are. Makes decisions without assistance.
    7. **Superior:** Able to reason through even the most complex situations and is able to make appropriate conclusions. Has excellent perception. Anticipates problems and prepares resolutions in advance. Relates past solutions to present situations.

18. **EMD Skills: Questioning/Phone Instruction:** Evaluates the probationary operator's medical skills as they relate to EMD by questioning the caller, interpreting the answers to those questions, and relating proper instructions and directions according to policy.
    1. **Unacceptable:** Fails to recognize situation that calls for the use of Emergency Telephone Instructions. Asks questions improperly, or does not use guide cards to ask questions. Improperly interprets information, gives out incorrect or erroneous instructions.
    4. **Acceptable:** Properly questions the caller to obtain information necessary to utilize guide cards for telephone instructions to the caller as required.
    7. **Superior:** Quickly and efficiently questions the caller, obtains complete information, and relays instructions to the caller calmly and competently. Uses guide cards with ease.

STANDARDIZED EVALUATION GUIDELINES

Radio

19. **Deployment/Assignment of Units:** Evaluates the probationary operator's ability to assign the appropriate number of units to calls for service, or any given situation.
    1. **Unacceptable:** Fails to demonstrate the ability to analyze calls for service, or any given situation and frequently assigns an inappropriate number of units.
    4. **Acceptable:** Demonstrates the ability to analyze calls for service or any given situation and usually assigns the appropriate number of units.
    7. **Superior:** Consistently demonstrates the ability to analyze calls for service, or any given situation, and accurately assigns the appropriate number of units.

20. **Appropriate Use of Procedures:** Evaluates the probationary operator's ability to use the radio network in accordance with department policy and procedures.
    1. **Unacceptable:** Violates policy concerning use of the radio. Does not follow procedures or follows wrong procedure. Does not understand or use proper language.
    4. **Acceptable:** Follows policy and accepted procedures. Has a good working knowledge of most-often used radio language.
    7. **Superior:** Always follows proper procedures and adheres to policy. Has a superior working knowledge of all radio language, and applies knowledge when using the radio.

21. **Listens and Comprehends:** Evaluates the probationary operator's ability to pay attention to radio traffic and to understand the information that is transmitted. Evaluates the ability to "hear" radio traffic on other channels and understand the meaning of the transmissions.
    1. **Unacceptable:** Repeatedly misses calls to headquarters and is unaware of traffic on other channels. Requires field units to repeat radio transmissions or does not accurately comprehend transmissions.
    4. **Acceptable:** Understands radio traffic directed at the trainee's position, and is generally aware of the radio traffic on other channels.
    7. **Superior:** Is aware of own radio traffic and traffic on other channels. Is alert to all radio traffic directed to other positions.

22. **Articulation of Transmission:** Evaluates the probationary operator's ability to communicate with others on the radio network.
    1. **Unacceptable:** Does not preplan transmission. Over or under modulates. Cuts message off through improper use of the microphone. Speaks too fast or too slow.
    4. **Acceptable:** Use proper procedures with clear, concise, and complete transmissions.
    7. **Superior:** Transmits clearly, calmly, concisely, and completely in even the most stressful situations. Transmissions are well thought-out, and do not have to be repeated.

STANDARDIZED EVALUATION GUIDELINES

23. **Officer Safety:** Evaluates the probationary operator's awareness of the officers' activity.
    1. **Unacceptable:** Is unaware of activities that can hinder the safety of the officers. Fails to maintain proper contact with units. Does not recognize volatile situations, or the repercussions involved with improper decisions or techniques. Fails to notify the proper parties of changing conditions.
    4. **Acceptable:** Usually aware of officers activities and maintains proper contact with units. Can recognize volatile situations in most cases and is aware of the results of actions taken. Will normally keep all involved parties informed of changing conditions.
    7. **Superior:** Constantly aware of officer safety and their activities, always maintaining proper contact. Has excellent understanding of volatile situations and is aware of the appropriate actions and takes responsibility for it. Always notifies proper units of changing conditions with accurate, logical updates.

General
24. **Self - Initiated Activity:** Evaluates the probationary operator's interest and ability to accomplish job related activities, to seek new assignments, and to expand capabilities.
    1. **Unacceptable:** Avoids activity, even the simplest routine tasks. Must be reminded frequently to complete assigned tasks. Does not follow up on situations.
    4. **Acceptable:** Recognizes and identifies job related activity. Accomplishes daily tasks, and follows up on most situations. Displays inquisitiveness.
    7. **Superior:** Always recognizes and accomplishes job related activity. Is quick to seek out new assignments. Is able to expand capabilities and excel in job performance.

25. **Position Performance: Non-stress Conditions:** Evaluates the probationary operator's ability to work within his or her assigned position and perform required duties in a non-stress condition.
    1. **Unacceptable:** When confronted with a routine task, becomes confused or disoriented. Does not/cannot complete the task. Takes wrong course of action, or voids taking action.
    4. **Acceptable:** Properly assess routine situations, determines appropriate and proper course of action, and takes same.
    7. **Superior:** Properly assesses situation, including unusual or complex ones. Determines appropriate and proper course of action, and takes same.

STANDARDIZED EVALUATION GUIDELINES

26. **Position Performance: Stress Conditions:** Evaluates the probationary operator's ability to work within his or her assigned position and perform required duties in moderate and high stress conditions.
    1. **Unacceptable:** Becomes emotional, is panic-stricken, cannot function, holds back, loses temper or displays cowardice. Overreacts.
    4. **Acceptable:** Remains calm, and exhibits self-control in most situations, determines proper course of action, and takes it. Does not allow the situation to further deteriorate.
    7. **Superior:** Remains calm, and exhibits self-control in even the most extreme situations. Quickly restores control in the situation, and takes command. Determines the best course of action and takes same.

Relationships
27. **With Citizens in General:** Evaluates the probationary operator's ability to interact with citizens in an appropriate, efficient manner.
    1. **Unacceptable:** Abrupt, belligerent, overbearing, arrogant, uncommunicative. Overlooks or avoids the "service" aspects of the job. Introverted, insensitive, and uncaring.
    4. **Acceptable:** Courteous, friendly, and empathetic. Communicates in a professional, unbiased manner. Is service oriented.
    7. **Superior:** Is very much at ease with citizen contacts. Quickly establishes rapport and leaves people with the feeling that the call taker was interested in serving them. Is objective with all contacts.

28. **With Other Department Members:** Evaluates the probationary operator's ability to effectively interact with other Department members of various ranks in various capacities.
    1. **Unacceptable:** Patronizes CTO/supervisors/peers or is antagonistic towards them. Is insubordinate, argumentative, or sarcastic. Resists instruction. Considers him/herself superior. Belittles others. Is not a "team" player.
    4. **Acceptable:** Adheres to the chain of command and accepts his or her role in the organization. Good peer and CTO relationships and is accepted as a group member.
    7. **Superior:** Is at ease in contact with all, including superiors. Understands superiors' responsibilities, respects and supports their position. Peer group leader. Actively assists others.

DAILY OBSERVATION REPORT

This report is the permanent record of the probationary operator's progress in terms of their performance and knowledge, areas where improvements are needed, and the CTO's efforts to bring about change. It is the principal document used for determining the employee's status in the program.

The CTO is responsible for completing the Daily Observation Report (DOR) for each day the probationary operator is assigned to the Communications Training and Evaluation Program including Limbo periods. At the completion of each day, your CTO will sit down with you and discuss the evaluation. Evaluations are signed by you and your CTO and turned over to the Communication Supervisor daily for transfer to a tracking sheet and retention in your training file.

The DOR depicted is an example of those in use to evaluate the newly hired employee. Each enumerated explanation that follows is coordinated with a like number on the front of the DOR example.

1. DORs are numbered sequentially from the first day of the assignment to the Communications Training and Evaluation Program. A form shall be completed even though there is not an evaluation for the given day, days off excepted.
2. The assignment on the given day or the reason for no assignment, i.e., Ill, Off-site training, Limbo, etc.
3. The shift and assignment for the day is indicated.
4. The Console # indicates which Console the trainee was assigned.
5. The Daily Score or "data collection" column is found on the left side of the DOR. This column of boxes serves two purposes. After the CTO has reviewed the DOR with the employee, he/she (or someone designated to perform this task) shall transfer each score from the 7-point scale to this column. This practice serves to reinforce how the employee performed on that day. Secondly, these scores are later transferred to a chart reflecting rated performance over a period of time. The tracking of scores produces a picture of improvement or lack thereof. The chart is also used by management to identify which CTO gave which scores to the trainee. Inconsistencies in rating, when present, become obvious when this device in incorporated in the program. The "Daily Rating Chart" is often printed on the reverse side of the "Training Time Chart." These two charts are normally maintained in the probationary operator's file.
6. "N.O." indicates that a particular area was Not Observed during the days work. It is common for some days to have a lot of "N.O." checked.
7. "N.R.T." indicates that the trainee is not responding to training. This is checked only after the trainee has been instructed in how to do a task and remedial training has been giving in that task
8. "R.T." refers to Remedial Time or the time spent by the CTO in "The correction or review of previously taught information or procedure." When 15 minutes or more is spent in any one category, the CTO shall record the number of minutes in the appropriate box. If the CTO spends less than 15 minutes in the task area, a "check" or "X" is sufficient. The minutes or marks are

DAILY OBSERVATION REPORT

subsequently transferred onto the "Remedial Training Time Chart" which reflects the amount of remedial training over a period of time. The amount of time the CTO spends is based on an estimate and does not have to be accurate. A "reasonable" estimate, one that is reasonable to the trainee as well, is all that is required.

9. The numerical rating, based on the Standardized Evaluation Guideline for each task is recorded by circling the appropriate number. Scores of 1, 4 and 7 are assigned when the behavior meets that which is described in the guideline selected. A 2 indicates that the behavior is not as poor as that described by the 1 definition but is more like a 1 than the description of a 4. 3 is more like 4 level performance than 1 level but still less than Acceptable. 5 is closer to the definition of a 4 and a 6 means that the performance is better than a 4, not as good as a 7, but nearer a 7 than a 4. Narrative comments are required on the reverse of the form for any task given a score of 1 or 7.

10. Total time spent on Remedial Training this day. This figure is also based on an estimate rather that detailed accounting of the minutes/hours. The number will include those minutes cited in the R.T. column plus any additional time spent pursuant to the definition of Remedial Training. Remedial plans that go beyond the routine should be explained on the reverse.

The following are found on the reverse side of the DOR:

11. "Category Number" is the number of the category from the front of the form. The remaining area on the form may be used to continue written comments for which there was insufficient space above or for any additional comments the CTO chooses to make about the trainee's performance.

12. The probationary operator is required to sign the report. A signature here does not necessarily indicate that the employee agrees with the form, but merely that the he/she has been shown the form.

13. The CTO's signature

14. The Communication Supervisor's signature

15. "Aids for Writing Narratives" to assist the CTO with their documentation.

SUMMARY

This Training Manual has been developed to prepare you to adequately and safely serve both the Department and the public and to equip you with a basic body of knowledge vital to the Emergency Communications function, including:

New Employee Orientation: The probationary operator shall receive a "new employee orientation" packet from the Assistant Director.
- Able to identify the chain of command of the Red River Regional Dispatch Center.
- Understanding of CTO program
- Acknowledgment and understanding of RRRDC policy manuals

Geography:
- General location of Fargo, West Fargo, Moorhead, Cass and Clay County beats
- Basic location of towns in Cass and Clay counties
- Basic location of state highways in Cass and Clay County
- Knowledge of surrounding counties

CAD:
- Sign on to system
- Navigation and basic Command key functions
- Basic knowledge of New World System
- Enter officer on/off duty
- Enter CFS during scenario

Telephone:
- Sign on to system
- Transfer calls
- Place calls on hold
- Telephone techniques
- Customer service

Knowledge:
- Memorization of commonly used 10 codes
- Memorization of phonetic alphabet
- Memorization of military time
- Familiarity of Call Handling Guides, On-Call Manual, and Resource Manual
- Knowledge of policy to handle simple call-types

Agencies:
- Able to identify the responsibilities and types of assistance rendered by various Public and Private Agencies
- Familiarity of Who's who

SUMMARY

An important point to remember is this: You must give us the chance to train you. If you take lightly what we are doing or resist, you may not succeed. It is our desire to help you become a fully competent Communications Operator. The obstacles that we most often experience are complacency and/or reluctance on the part of the employee. The best advice we can give you is to be inquisitive and record the information your CTO gives you. Taking **GOOD NOTES** will help you while you are in training and for future reference.

RRRDC is always open to addressing training issues and concerns. These can be addressed with your CTO or with the training supervisor. At the end of each phase of training, new employees are asked to give a critique of each phase of training and of his/her CTO. The purpose of these is to improve our training program and address any training issues or concerns as well.